



TERRY L. STEWART - DIRECTOR

OCTOBER - 2002

Eyman Crew Awarded for Staff Safety Efforts

by Don Brown, Staff Safety Officer

Several staff members were recognized at the Administrators Meeting for improving staff safety in the control rooms at ASPC-Eyman's Cook and Meadows Units. For their efforts, the crew working on the control room project received a Director's Unit Citation Award. (See page six and seven for other award recipients.)

"When Eyman's Cook and Meadows units were designed the philosophy was different for managing Level 3 inmates. But now the new generation of inmates is becoming younger and more violent so safety measures need to continually evolve," said ASPC-Eyman Deputy Warden Johnny Tucker.

Complex welder Richard Matthews and complex maintenance supervisor Manuel Rivera contributed by enhancing the security of 32 control rooms at Cook and Meadows units by making them a safe haven by adding escape hatches and security devices. Before the cutting and welding began, COII Barbara Pagnotti, Cook Unit, surveyed and assessed project sites, and also worked in ceiling crawl spaces moving utility and fire alarm lines to eliminate construction damage. This project was slated to take 12-15 months to complete. However, due to the team efforts and spirit of the staff, the project

continued on page 12



COII Robert Dillenbeck climbs through the escape hatch in the bathroom of a control room at ASPC-Eyman's Cook Unit

Making Lemonade Out of Lemons



Deputy Warden Berry McMacken and COII Robin Skinner pose in a double-bunk cubicle.

ASPC-Safford Deputy Warden Berry McMacken's efforts to make sour inmates into sweeter inmates has resulted in 100 less disciplinary tickets a month.

Using the 32 additional bunk beds Director Terry Stewart authorized for the Graham Unit, McMacken has developed a double-bunking inmate management program for minimum custody inmates that houses inmates based

continued on page 3

In This Issue...

Director Stewart announces his retirement (See page two)

"A Day with the Director" as experienced by Correctional Officer II Deborah Gorkowski of ASPC-Tucson.....3
 For the first time in its long history, Fort Grant has a continuous barrier around the perimeter of its 443- acre unit.4
 Recently Director Stewart toured ASPC-Safford and Administrative Services.....5
 After a year-long absence, the Department's Administrators meeting returned to Mesa, Arizona.....6
 Domestic violence has a devastating impact on the country, including Arizona.....8

DI RECTOR'S PERSPECTIVE

After a 17-year career with the Arizona Department of Corrections, Director Terry L. Stewart has announced his retirement. The following letter of resignation to Governor Jane Dee Hull reflects on the achievements and even some of his regrets during his tenure with the Department:

Dear Governor Hull:

I am writing to advise you that I will retire as Director of the Arizona Department of Corrections on November 8, 2002. It has been a pleasure to serve you as well as four other Governors during my tenure in state government. Upon my retirement, I will have dedicated, in various rewarding and challenging capacities, more than thirty years of service to public safety and the Arizona criminal justice system.

As you have previously commented, the Arizona Department of Corrections has a very difficult mission. However, the extraordinary commitment and dedication of a most qualified management team, accompanied by a diligent line staff, has enabled the Department to achieve numerous milestones in spite of countless obstacles. The following paragraphs review a few of the most notable accomplishments:

Operation of a Low Cost, Safe, Secure and Clean Prison System – The Department has continued to develop and operate cost effective prison beds. In Calendar Year 2000 (the most recent year in which national data is available) the national average cost per inmate per day was \$61.04, while Arizona's cost was \$56.66. The Department continues to operate one of the most safe, secure and cleanest prison systems in the nation.

Staff Safety – The March 1997 tragic death of Correctional Officer Brent Lumley compelled the Department to place greater focus on prison designs, correctional operating procedures and employee training. Subsequently, new institutions contain design improvements, older institutions have been retrofitted, and policies and procedures have been revised or developed, all in the interest of protecting staff. Moreover, the Department established controlled movement for all inmate custody levels, and is currently implementing a comprehensive inmate program plan, which will significantly enhance inmate accountability. Due to the unfortunate death of Officer Lumley, and through our tireless efforts to prevent another such tragedy, the concept of staff safety has not only taken root in Arizona, but has become a national issue that is being recognized and

addressed by the American Correctional Association and the Association of Correctional Administrators.

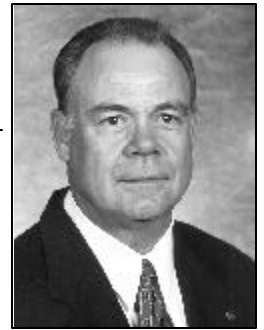
Safe Management of Severe Prison Overcrowding – From

December 1995 through September 2002, the inmate population grew from 21,663 to 29,878, a total increase of 8,215 inmates. During this period, the Department has managed the greatest percentage of inmate growth in its history, and done so without any catastrophic incidents involving loss of life or major property damage, with the lone exception mentioned above. Another factor that has remained constant during this time frame, in tandem with inmate growth, has been the bed deficit. The ever steadily increasing prison bed deficit is now reaching historical proportions at nearly 4,000 more inmates than beds.

Security Threat Group (Prison Gang) Policy and the Compartmentalization of High Risk Inmate Groups – By identifying and isolating active prison gang members and by compartmentalizing groups such as sex offenders and foreign nationals, the safety of both the staff and the general inmate population has been significantly increased. In addition, the Department's efforts to develop information and intelligence about prison gangs and their activities in prison, and collaboration with federal, state, and local law enforcement agencies, has led to the interdiction of major organized crime activity being perpetrated in the community.

Federal Court Orders, Consent Decrees and Settlements – With the assistance of the Attorney General's Office, Liability Management Section, the Department has effectively terminated four of the five decades-long federal court orders and consent decrees. These judicial actions included: 1) the requirement to provide law libraries and allegations of inadequate mental health care to inmates; 2) control of the inmate disciplinary system; 3) authorization for inmates to receive 75 pounds of Christmas packages; and, 4) the imposition of certain conditions of confinement and medical care in the Central Unit of the Florence Prison Complex. The Department has also been successful in settling and dismissing inmate class action suits and Department of Justice intervention

Director's Perspective continued on page nine



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on personality and behavior rather than by occupation and age.

"I don't believe in segregation by occupation and age. Keeping like people in the same bed assignments over time creates bad neighborhoods," said McMacken.

To prevent bad neighborhoods from forming, McMacken has been assigning young inmates who have disciplinary problems in the same bunk cubicle with seasoned convicts that have bad attitudes. These seasoned convicts don't want any attention brought on to them, and when younger inmates sleeping next to them act up, the seasoned convict will often instruct them how to behave. The program also works in reverse. If an inmate who has been around the system demonstrates a poor attitude,

he will be placed in the same bunk with a younger inmate.

"Many of the young inmates have poor life skills and when you house them together they may stay up late, be rowdy and get into trouble. Placing them in the same double-bunk cubicle with a hardened inmate who needs to get up for work in the morning may curb this type of behavior," said McMacken.

The Graham Unit contains five dormitories with double bunks. Dormitory One houses inmates involved in the substance abuse program. These inmates will remain in a double-bunk cubicle until the completion of their program requirements.

Dormitories 3,4,5 and 6 contain double beds intended for inmates who

have become a management problems. In these dorms, inmate bed assignments are based on disciplinary rule violations and information obtained from information reports. The inmate's initial placement will be on the top bunk. He will be moved to the bottom bunk when room is needed for a different inmate to be placed into the double-bunk program.

To be removed from the double-bunk program, the inmate must no longer be a management problem and 64 additional inmates must enter the program.

"Staff like the double-bunk system as a management tool because it's a good deterrent against bad behavior and they see the difference that it's making," said McMacken.

Shadowing Director Terry Stewart for a Day

by Deborah Gorkowski, Correctional Officer II, ASPC-Tucson

"A Day with the Director" as experienced by CO II Deborah Gorkowski of ASPC-Tucson.

It seemed like all I ever heard were negative comments about Director Terry Stewart either in the media or by staff. So, I decided I would like to shadow him for a day to get a firsthand account of what his day entails. The opportunity to ask him came up at his recent tour of ASPC-Tucson. Surprisingly, the Director agreed, and we scheduled it for the following Monday.

After driving to Phoenix with Warden Charles Flanagan, I was greeted by the Director in his office at 9 a.m. He explained he starts each day at 4 a.m. usually by reading the *Arizona Republic* newspaper. His security detail picks him up for work bringing with them a briefcase full of paperwork that he reviews on his way to work. After arriving at Central Office he receives a Daily Activity Report listing any items of ADC interest and a Morning Report including every Significant Incident Report in the system. Then he reads his e-mail messages. He explained that he

doesn't like to go out for lunch often, he prefers to meet with people at his office.

I asked him about his salary. I told him I had heard he was the highest paid Director in the United States and Arizona. Correctional Officers were the lowest paid. He told me he makes about \$130,000 a year. He took out the *2001 Corrections Yearbook* (a book that provides state-by-state comparisons) and we looked up salaries for Directors and Correctional Officers on a nationwide basis. I learned his salary is about average and so is ours, compared to the rest of the United States.

First on his schedule was a meeting in the Arizona House of Representatives building. The Joint Select Committee on Corrections came to order in Hearing Room Five. The committee members consisted of five senators and five representatives but not all of them were present. The non-voting members were



Deborah Gorkowski sits down with Director Terry Stewart and Deputy Director Charles Ryan to discuss the days activities.

Arizona Department of Administration Director Elliott Hibbs, Director Stewart, and George Weisz of the Governor's office. Also in attendance were wardens, other ADC staff, and many family members of inmates. I was the only one who was actually wearing a Correctional Officer's uniform. Deputy Director Ryan and Mr. George Camp of the Criminal Justice Institute presented the research and data from the *Staffing Study Report*. The Director also addressed the committee. The committee did not express much emotion as they were told

Gorkowski - continued on page 10

Fortifying the Fort

Fort Grant Candy Cane Project Completed

Deter prison escapes; enhance staff safety; reduce the time of perimeter patrol; improve sight lines and better monitor inmate activity.

These are some of the benefits of the new candy cane fencing at ASPC-Safford's Fort Grant Unit.

For the first time in its long history, Fort Grant has a continuous barrier around the perimeter of its 443 acre unit.

As part of Quality of Work Life - 21, employees at Fort Grant designed and constructed a 14-foot-high candy cane fencing that will make it more difficult for an inmate escape and act as a deterrent.

"I can't tell you how proud I am of my staff. They worked many long, hard shifts to complete this project," said ASPC-Safford Warden Ernest Trujillo. "They deserve so much credit."

The construction of the new fence is expected to enhance staff safety. Because of the new fence, Fort Grant was able to move the perimeter drag and road inward, bringing the perimeter officer within visual proximity and allowing for improved sight lines.



A view along the new candy cane fencing at ASPC-Safford's Fort Grant Unit

"Our perimeter officers can better monitor inmate activity and if they see any unruly behavior, they can be quick to respond," said Deputy Warden Robert Patten.

By salvaging pieces of old fencing and having dedicated employees on the job, the Department was able to build the fence at no cost. The project saved Arizona taxpayers more than \$25,000.



Left to right: COII Michael Renovato, COII Lehi Viscaino, Physical Plant Supervisor Matthew Proto and Correctional Lieutenant Ricky Sullivan. Not pictured COII Manuel Gomez. These men worked diligently on the construction of the fence.



Recently, Director Terry Stewart visited ASPC-Safford's Fort Grant Unit and was very impressed with their Designated Armed Response Team room. In fact, Director Stewart would like other complexes around the state to use the Fort Grant room as a prototype. The Director feels this room will cut down on incident response time because the equipment is laid out in a systematic fashion and all members of DART are able to dress inside the room simultaneously.

A Foundation for Success

Inmates at ASPC-Safford hope to be laying a solid foundation for their future by participating in masonry classes offered by Eastern Arizona College and the Arizona Department of Corrections.

The program, a six month, four-day a week instruction paid for by capitol funds, provides inmates with hands-on-training, teaching them saleable masonry skills.

"This program is very beneficial for inmates. When an inmate is released he can go to work for a contractor doing masonry work and earn a decent living," said John Good, Supervisor, Eastern Arizona College.

"Benefitting both inmates and the Department, the masonry program reflects Director Terry Stewart's Four-Legged Stool philosophies of work and education. The program instills work ethic in inmates and provides them with a sense of accomplishment and with the skills necessary to succeed following their incarceration," said Doug Christie, head of vocational classes for Eastern Arizona College.



A fireplace completed by an inmate from ASPC-Safford.

The final project for inmates in the program is to build either a fireplace or a barbeque of their own design. Upon completion of the project, inmates receive a certificate.

After completing the course, the

inmate skills are put to good use by the Department. The skilled inmates are often transferred to different prisons around the state to work on various construction projects.



Recently, Director Terry Stewart toured Administrative Services. During the tour, Mr. Stewart awarded Director's medallions to several employees and acknowledged the division's employees on a job well done.

Also, the Director visited ASPC-Safford last month. He was very impressed with the new programs and new construction at the complex. (See Page four for more details.)

Arizona Department of Correction

After a year-long absence, the Arizona Department of Corrections Administrators meeting returned to Mesa, Arizona to honor the hard working employees of the Department.

Employees were honored in several categories including: Unit Citation, Meritorious and Community Service Awards.

The following recipients were given the Director's Unit Citation Award for their outstanding achievement or extra effort in the attainment of organizational goals or objectives.

Hard Labor Crew, SMUII, ASPC Eyman

Since ADC started the condemned prisoner hard labor work crew, the staff overseeing them at SMU II have done an outstanding job. The Hard Labor Crew Staff continue to safely and effectively manage death row inmates working in the SMU II vegetable garden. Whenever an incident has arisen, the staff have quickly contained it. To date, no staff member has been injured and only minor injuries to inmates have occurred.



Operations Team, Buckley Unit, ASPC-Lewis

When a disturbance at ASPC-Yuma's Cheyenne Unit forced ADC administrators to move approximately 100 inmates, ASPC-Lewis was given 24 hours to prepare to house them. As soon as the inmates arrived, they were identified, housed and their property was stored. The transition was completed without any major incidents.



Medical Providers, Southern Region, Health Services

Recruiting dentists and doctors to work at ASPC-Yuma has been a formidable challenge for Health Service Administrators. In fact, health administrators have had to compensate for the lack of dentists working at Yuma by sending dentists from Eyman, Lewis, Perryville and Phoenix Complexes to Yuma to make sure the dental needs of inmates are met.

Administrator's Meeting Returns



Special Projects Group, Cook Unit, ASPC Eyman

When it became apparent staff safety could be potentially compromised by poor sight lines on the runs and no emergency exits from the control room, the Special Projects Group at ASPC-Eyman's Cook Unit sought funding and fixed the problem.

Complex Security, ASPC-Safford

When heavy rain and lightning created a power outage at ASPC-Safford's Fort Grant Unit, Safford's Complex Security met the challenge. Once the power went out, security at Fort Grant initiated an IMS, called for extra staff, ordered sack lunches and requested mobile generators from Safford Complex.

Although it was dark and power was out, staff at Safford relied on their correctional training and knowledge of



security to guide them through the darkness. During the loss of power,

there were no injuries to staff or inmates, no destruction of state property and public safety was maintained.

Other Award Recipients.....

Thirty Years Ronald Brugman, Correctional Education Program Manager, ASPC-Florence **Twenty-five Years** Antonio Jurado, Correctional Lieutenant, ASPC-Safford, **Charles Lopez**, Parole Supervisor, Phoenix Home Arrest, **Jimmie McClellan**, Associate Deputy Warden, ASPC-Lewis, **Linda McWilliams**, Personnel Analyst III, CISD Program, **Donna Peterson**, Correctional Records Clerk I, ASPC-Phoenix, **Alexander Wagner, Jr.**, Correctional Officer III, ASPC-Tucson **Quality of Work Life Improvement Team** William Birdsall, Correctional Sergeant, ASPC-Lewis, **Bryce Boldt**, Administrator, Employee Relations Unit, **Dolores Daniel**, Correctional Officer II, ASPC-Eyman, **Maria Drake**, Associate Deputy Warden, Florence West, **Veronica Ellison**, Correctional Officer II, ASPC-Phoenix, **Anthony Kee**, Correctional Lieutenant, ASPC-Lewis, **Carson McWilliams**, Deputy Warden, ASPC-Florence, **Debra Moore**, Correctional Officer III, ASPC-Perryville, **Cesar Rodriguez**, Correctional Sergeant, ASPC-Phoenix, **Geraldo Sandoval**, Correctional Officer II, ASPC-Eyman **Meritorious Service Awards** Jean Breslin, Information Technology Specialist II, ASPC-Winslow, **Brian Bylbie**, Parole Officer, Southwestern Parole, **Wayne Gray, Sr.**, Inspector, Inspections and Standards, **Robert Heffington**, Training Officer I, Staff Development/Training, **Veronica Joaquin**, Correctional Officer III, ASPC-Florence, **Anthony Kee**, Correctional Lieutenant, ASPC-Lewis, **Joseph Lakin**, Correctional Sergeant, ASPC-Lewis **Jeffrey Stewart**, Correctional Officer II, ASPC-Lewis, **Dawn Stiles**, Correctional Education Program Teacher, ASPC-Yuma, **Community Service Awards**, **Mark Ball**, Correctional Sergeant, ASPC-Lewis, **Noe Becerra**, Correctional Officer II, ASPC-Perryville, **Christopher Campbell**, Correctional Officer II, ASPC-Douglas, **Darin Dyer**, Correctional Officer II, ASPC-Perryville, **Barry Fernandez**, Correctional Officer II, ASPC-Eyman, **Lynn Funk**, Correctional Sergeant, ASPC-Lewis, **Roberto Gonzalez**, Correctional Officer II, ASPC-Eyman, **Eva Ibarra**, Correctional Officer II, ASPC-Lewis, **Valerie Kelleigh**, Investigator III, Central Office Communications **Joe Salazar**, Correctional Officer II, ASPC-Florence, **Ovidiu Sfarocci**, Correctional Officer II, ASPC-Lewis, **Paul Smith**, Correctional Officer II, ASPC-Lewis, **Harold Stuart**, Correctional Captain, ASPC-Lewis, **David York**, Correctional Officer II, ASPC-Lewis.

Don't Let Domestic Abuse Control Your Life

Submitted by Andrew Staubitz, Chief of Police, Capitol Police

Domestic Violence has a devastating impact on the country, including, Arizona. Four million women in this country suffer some kind of violence at the hands of their husbands or boyfriends each year. Very few will tell anyone - a friend, a relative, a neighbor, or the police. Victims of domestic violence come from all walks of life, all cultures, all income groups, all ages and all religions. They share feelings of helplessness, isolation, guilt, fear, and shame

Are You Abused?

Does the Person You Love...

- Keep track of all of your time?
- Constantly accuse you of being unfaithful?
- Discourage your relationships with family and friends?
- Prevent you from working or attending school?
- Criticize you for little things?
- Anger easily when drinking or using other drugs?
- Control all finances and force you to account in detail for what you spend?
- Humiliate you in front of others?
- Destroy personal property or sentimental items?
- Hit, punch, slap, kick, or bite you or the children?
- Use or threaten to use a weapon against you?
- Threaten to hurt you or the children?
- Force you to have sex against your will?

If you find yourself saying yes to any of these - it's time to get help.

Don't Ignore the Problem

- Talk to someone. Part of the abuser's power comes from secrecy. Victims are often ashamed to let anyone know about intimate family problems. Go to a friend or neighbor, or call a domestic violence hotline to talk to a counselor.
- Plan ahead and know what you will do if you're attacked again. If you decide to leave, choose a place to go; set aside some money. Put important papers - marriage license, birth certificates, checkbooks - in a place where you can get them quickly.
- Learn to think independently. Try to plan for the future and set goals for yourself.

If You Are Hurt, What Can You Do?

There are no easy answers, but there are things you can do to protect yourself.

- Call the police or sheriff. Assault, even by family members, is a crime. The police often have information about shelters and other agencies that help victims of domestic violence.
- Leave, or have someone come and stay with you. Go to a battered women's shelter - call a



crisis hotline in your community or a health center to locate a shelter. If you believe that you, and your children, are in danger - leave immediately.

- Get medical attention from your doctor or a hospital emergency room. Ask the staff to photograph your injuries and keep detailed records in case you decide to take legal action.
- Contact your family court for information about a civil protection order

100 Club Pays Benefits to CO John Zion

reprinted from the 100 Club newsletter

On May 6, Officer Zion was supervising an inmate porter when the porter attacked him with a double-edged weapon made from razor blades. Officer Zion was slashed across his face from his nose to his right earlobe before being able to escape. He received 50 stitches.

such as the Civil Rights of Institutionalized Persons Act and the protective segregation suit. The only remaining federal court action involves a 1973 Consent Decree which allows inmates to receive pornographic magazines, and we should be successful in terminating that decree within the next few months.

Twenty-Year Retirement Benefit –

With your support, the Department convinced the legislature to enact a 20-year retirement for members of the Correctional Officer Retirement Plan (CORP). This benefit will have a long term, positive impact on retaining career correctional employees for the Department. Providing near parity between CORP and the Public Safety Personnel Retirement Plant will also facilitate the Department's recruiting efforts as well. Moreover, a 20-year retirement plan provides long-overdue recognition of the hazardous working conditions encountered by correctional officers on a daily basis.

I do have some regrets regarding the timing of my retirement. First, I regret that I will not be able to continue to

serve you through the end of your term. Second, there will be critics who will contend that their efforts have hastened my departure. However, the timing of my departure is driven solely by the tremendous opportunity I have been offered in the private sector.

As my tenure as Director comes to a close, it is incumbent upon me to stress that the conditions of the Arizona prison system are reaching, or perhaps have reached, crisis proportion. I have advised in previous correspondence, and I have testified before a plethora of legislative hearings, that the Arizona prison system lacks adequate staff and is growing more overcrowded. This situation places the staff, the general public and inmates at risk. While we have successfully managed this difficult situation, I fear the staffing deficiencies are becoming unconscionable, and that it is only a matter of time before a catastrophic incident causes massive property damage and/or significant loss of life. My hope is that you will communicate this vitally important message so that your successor and a newly sworn 46th Legislature will allocate the necessary resources to improve the

pay and increase the staffing levels for employees in the Arizona Department of Corrections. I pray that swift action is taken before it is too late.

Finally, senior management under the direction of Prison Operations Deputy Director Charles L. Ryan is fully capable of managing the Department upon my departure. Deputy Director Ryan possesses a tireless work ethic, years of correctional experience and an unyielding dedication to the Arizona Department of Corrections, which are all essential qualities to fulfill the obligations and responsibilities of the position I am vacating. I strongly encourage you to appoint him as acting Director until the newly elected Governor selects a permanent Director.

It has been a pleasure serving you, the citizens of Arizona, and the outstanding and dedicated men and women of the Arizona Department of Corrections. Thank you.

Sincerely



The Department Partners with Access

by Alison Banks-Conyers, Health Educator II, Health Services

Health care organizations nationwide have been facing a crisis due to rising costs for hospitalizations and medications. This situation is even more dire for our jails and prisons. Correctional facilities face a higher prevalence of inmates with chronic and infectious diseases when compared to the general U.S. population. Also, prisons grapple with the overall aging of the incarcerated population.

In order to better manage the limited financial resources of the Arizona Department of Corrections, the Health Services Division is

continually exploring new and innovative ways to reduce and contain costs.

Currently, Health Services is on the threshold of an exciting collaboration with the Arizona Health Care Cost Containment System (AHCCCS). This partnership has the potential for substantial cost savings by utilizing AHCCCS protocols and guidelines for eligible inmates that are admitted to a hospital for medically necessary treatment. Reimbursement to the hospital for these services would be subject to AHCCCS rates, and eligible for partial subsidies through the



Federal government.

Staff from both Agencies are working hard at developing this idea into a money saving reality. Stay tuned for more information!

Training is the Key

Western Governors University offers an online alternative designed for the working adult.

“WGU’s degree programs were designed from the ground up for working adults,” said Rebecca Matthews, Administrator of the Career & Academic Advisory Program of the Arizona Department of Corrections. “Because content is available online, their degree programs

are ideal for ADC employees who can’t easily attend a traditional school.”

WGU currently offers associate’s or bachelor’s degrees in business or information technology. They also offer a master’s degree in learning and technology, which is primarily of interest to teachers. They do not offer any criminal justice degrees.

ADC employees who are

interested in learning more about WGU and its online degrees can contact Rebecca Matthews at 602-542-2101 or rmatthew@adc.state.az.us. Or they can visit www.wgu.edu/info.

Gorkowski - continued from page 3

how ADC needed to fill 1,174 more Correctional Officer positions resulting from the high turnover in our Department. Because of our critical understaffing the last unit at ASPC-Lewis Complex cannot be opened. The committee was told that due to the budget crisis, no prisons are being built, and because of prison overcrowding ADC is expanding its use of private prisons. The ADC is in the process of developing a request-for-proposal (RFP) to place 2,200 female inmates in a private prison. The Department is currently evaluating proposals to place 645 inmates in an existing private prison either in Arizona or out-of-state, as well as proposals to construct and operate a 1,400-bed private prison.

The committee then opened the discussion to members of the audience and this is when I realized it is not easy being the Corrections Director. Seven people got up to speak and strongly criticized the Department. They wanted inmates released earlier, said the medical care was deplorable and the living conditions horrendous. One woman said her fiancé couldn’t receive a college dictionary and I know that isn’t true, since I am a mail and property officer. I felt bad for the Director as people made all these accusations and one man even got upset because an ADC staff member was in the audience. He said, “As a taxpayer, they should be at work, not here.” The people in the audience booed, hissed, called the Director a liar

and a woman next to me kept doubling up her fist and hitting her lap and armrest. I thought she was angry enough to hit me. The Director kept his head held high and said he would look into all issues to get both sides of the story. Officer Matt Taylor from Lewis Complex also addressed the committee. I was very proud of him. He spoke professionally and did not become emotional or accusatory, as so many of the other speakers did. He said he works two to three shifts a week more than his regular 40 hour work week and that more pay will make a significant difference.

Later that day Director Stewart met with Deputy Director Charles Ryan. He meets with him at least once a week or more if needed. They discussed the JSCC meeting and Policy 909 on grandfathered property. After this meeting the Director and I sat in on a Warden’s meeting where I had the opportunity to speak about the research I had done on grandfathered property. At 2:45 p.m., the Director met with Deputy Director Richard Carlson. During this meeting, I learned on any given day the Director can be sued as much as three times. His next meeting included Legal Council Liza Burns and Chief of Staff Gary Phelps. I noticed he had a written agenda for each meeting. He shared everything with me including memos and reports. He said he had nothing to hide.

I asked Director Stewart why he

would want a job where he is insulted, sued, portrayed in a bad light in the media, his life is threatened and his own staff thinks he is not doing enough for them. He said he is used to being in the trenches as a former Tempe Police Officer. He knows what we go through and wants to make a difference. He said, “What keeps me here is us.” I shook his hand, thanked him for this honor and we said good-bye. He then thanked me.

As I looked back on the day, I realized that I not only have more respect and admiration for Director Stewart, but I also liked him. I enjoyed listening to him and comparing stories of being Arizona natives. I also realized that \$130,000 a year is nothing when you have to go through what he does.

Remember the old saying: “You can’t judge a book by its cover.” The Director sometimes makes decisions that we don’t always understand or even benefit from, but I believe our Director is doing the best he knows how and the best that our Governor and legislature will allow him to do. It’s a job with more responsibilities than we can ever imagine, and you certainly do not hear about people beating down the door to be the next Director. After being with the Director all day, it has inspired me to perhaps take a different path in my ADC career than I am currently on.

Thank you Director Stewart and all of your staff for the most memorable and informative day of my ADC career!

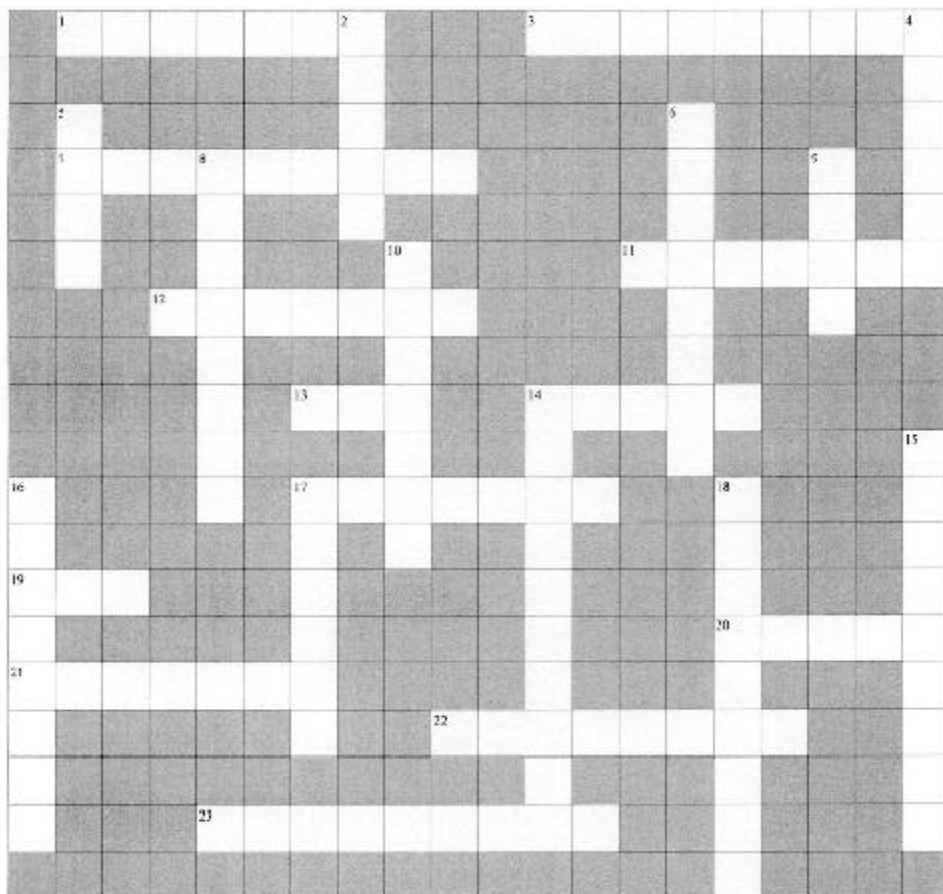
Corrections Cross-Section

Across

1. Inmate boots
3. Directions Editor and SECC Chairperson
7. Saying good night to inmates
11. Unit supplying ADC with baked goods
12. 1930s execution method
13. Slang for inmate playtime
14. Slang for gun
17. ACI's chairman of the board
19. Acronym for inmate management system
20. The _____ (nickname of Cell Block 2 in Florence)
21. Where the author of Tarzan served military time in Arizona
22. New COTA boss
23. Department's best recruiting tool

Down

2. Four-Legged _____
4. More are needed to work in inmate health care
5. 100 _____ (A SECC charity)
6. Needed for an inmate to obtain a higher paying job in ADC
8. Habitat for _____ (SECC charity)
9. Make of pepper ball launcher
10. Knee _____
14. National health care award recipient
15. New feature on ADC home page
16. Meeting prior to shift
17. National Staff _____ web site
18. Statute mandating inmates work 40 hours a week



Answers to August's Crossword and Correct Entries

Winner: Brenda Graham, Winslow
Annie Sullivan, ASPC-Eyman
Robert Martin, ASPC-Phoenix
Jay Shoemaker, ASPC-Globe
Judy James, ASPC-Florence
Mark Westfall, ASPC-Tucson
Anrew P. Ruiz, ASPC-Tucson
Brenda Graham, ASPC-Winslow
Terri White, Central Office
Tim Lawrence, Central Office
Vicki Fitzpatrick, ACI
Heather Price, Central Office
Jeannie Merriman, COTA





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ADC's Employee
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Program can put CASH in
your pocket!!

...for more information
see your Personnel Liaison,
your Recruitment Unit
or D.I. 199



Director:
Terry L. Stewart
www.adcprisoninfo.az.gov



Eyman Control Room - continued from page 1

progressed rapidly and was completed in six months.

Also, CO II Dillenbeck, PPS I William Shearer and PPS I Walter Roy worked on improving sight lines in the dorms. The trio lowered inmate property lockers that were judged to be too high.

"It was hard to observe inmates behind lockers, and cubicles were possible ambush points," said Dillenbeck.

Other institutions had already completed similar personal locker

projects where lockers were re-fabricated and lowered.

One hundred lockers were reduced in height and re-installed, and 128 doors from double-bunk lockers were cut in half and re-installed.

"I am very pleased with the results of these projects, and pointed out that the dedicated efforts of all those involved has improved safety and security in their workplace," said Tucker.



This is the new line of sight for Cook control room officers.